DRAFT IMPLEMENTATION PLAN

This chapter is comprised of the following sections:

- List of Comprehensive Plan Goals
- Implementation Tools
- Organization of the Implementation Plan
- List of 20 Key Recommendations
- List of Ripe Apples (Low Hanging Fruit)
- Concept Map
- **Implementation Matrices TOPIC AREAS**
  - HISTORIC AND CULTURAL FEATURES
  - NATURAL RESOURCES AND RECREATION
  - POPULATION AND HOUSING
  - ECONOMIC DEVELOPMENT
  - TRANSPORTATION AND CIRCULATION
  - MARINE RESOURCES
  - PUBLIC FACILITIES AND SERVICES AND FISCAL CAPACITY
  - LAND USE
  - COASTAL COMMUNITY RESILIENCE

An implementation Plan sets the direction and charts the course to help a municipality make decisions that are aligned with a community's shared values. It identifies the strategies that help to navigate future challenges and opportunities.

IMPEMENTATION PLAN: INTRODUCTION

At the first meeting with the Comprehensive Plan Update Committee, we asked the members what they would consider to be a successful outcome of the planning process. In different words, all those seated around the table said the same thing – that they would consider the Plan a success if it was able to engage residents to identify their shared values and then to forge enough consensus so that the Plan could be carried forward to implementation.

In the end, the success of any plan will depend on its feasibility, the capacity for the Town to implement and the support town officials and others have moving forward. The implementation plan collates the recommendations and presents them in a format that is useful and useable by those charged with taking action. An attempt is made to assign priorities to strategies with the recognition that these may change due to unforeseen challenges, opportunities or other factors. Therefore, these priorities should be revisited and adjusted as the Town moves forward.

Due to the fact that there is some disagreement among residents regarding the degree to which government should manage and be involved in what some see as the jurisdiction of private decision-making, it may take time to gain consensus on some of the recommendations that require local government action. This, in combination with the fact that Kittery is a small town with limited resources may mean that some of the recommendations may take more time to implement than may be desired. In this case, we recommend patient, perseverance and above all a continuation of the community conversation.

Coming to consensus about a desired future and then being proactive and assembling useful tools for the implementation of the identified action steps are critical for the viability of a Comprehensive Plan.

According to the futurist researcher Charlie Jane Anders[1] who talked to leading psychologists in the field with the goal of identifying the wrong way and the right way to plan ahead: *"We all know that thinking ahead is the only way to succeed in life. But a ton of new research shows that the more you think about future goals and events, the looking plans in a way that maximizes your chances of winning out?*

According to the latest research, humans have a few problems when we think about our future goals. First of all, we tend to

> *"I think the concreteness of the plan matters a lot. The idea from the implementation intentions literature is to set up if-thens, so that you have concrete action plans to enact when, as you say, unexpected contingencies creep up. It's also an attempt to take the thinking out of the whole procedure — if you can just "automatize" what you will do in response to distractions or temptations, then you don't even have to rely upon willpower to keep you focused on the goal."*
>
> *- Harvard University Professor Gilbert*

[1] "The Wrong Way to Plan for the Future," http://io9.com/5912199/the-wrong-way-to-plan-for-the-future

overestimate how much we'll be able to get done in a particular time period. Second, we overstate how much our willpower will help us achieve our goals, because we think our will is all powerful when it comes to the future. And finally, the further we think into the future, the less we think concretely. All three of these things can lead to failure. However, there are some work-arounds that may make you more likely to make realistic plans."[2]

The following is the Implementation Plan for the Comprehensive Plan. It represents the core of the Plan and is organized around the TOPIC AREAS and GOALS listed in the text box on the next page.

The recommendations were developed based on significant public input and articulate the objectives of the shared vision expressed by the hundreds of Kittery residents, town officials, and business owners that participated in this comprehensive planning process. The recommendations also reflect best practice and address state requirements. They also incorporate relevant strategies from the previous Comprehensive Plan (1999).

This implementation plan is a road map for the future. This section is a comprehensive long-range set of guidelines that sets the direction for development and future growth of the Town of Kittery. The information contained in this chapter is intended to

[2] Ibid.

GOALS

To protect the town's character by preserving and protecting HISTORIC FEATURES, AND CULTURAL AND ARCHAEOLOGICAL RESOURCES and promoting an awareness of the Town's unique history.

To protect Kittery's NATURAL RESOURCES including fresh water, wetlands and vernal pools, agricultural and forest resources, open space and recreation.

To support desirable ECONOMIC DEVELOPMENT, reduce dependence on Portsmouth Naval Shipyard, and increase the Town's tax base while also providing local jobs.

To provide a range of HOUSING types to meet the needs of individuals throughout the lifecycle and to support residents with a diversity of incomes.

To improve safety and ease of GETTING AROUND TOWN and better connect the "pieces" of Kittery. Also provide safe and pleasant alternatives to automobile travel with safe and pleasant bike and walking paths.

To protect the Town's COASTLINE, the working waterfront, and increase access and enjoyment of the water while protecting it from environmental impacts.

To improve TOWN GOVERNANCE and provide adequate MUNICIPAL FACILITIES and SERVICES

To ensure that regulations support the desired LAND USES.

To establish short, medium and long term plans to address the effects of climate change for COASTAL COMMUNITY RESILIENCE, and to transition to low and zero impact energy methods

guide decisions with regard to land use and other related issues in a manner compatible with the Town's character.

Under each goal, a series of objectives provides more detail regarding aspects of these. For each policy directive, a number of strategies are listed with action steps outlining the HOW to achieve each of these.

The direction set by the vision and goals developed with input from the public and the Comprehensive Plan Update Committee are also intended to inform the Town's zoning which must be reviewed with a critical eye as to whether or not it aligns with these objectives. Each regulatory change as well as expenditures identified in the recommendations will require further discussion and review by the public and a vote by Town Council. Therefore, the recommendations are only intended to provide the starting point for these discussions and in some cases will require further study, public input, and additional exploration of potential action steps.

The Plan is comprised of a series of strategies and action steps phased to help achieve the goals and objectives. For each of these, a LEAD is identified whose responsibility includes inviting PARTNERS (both those listed as well as others that my become relevant) to initiate action.

Critical to the implementation of the Plan is the formation of a COMPREHENSIVE PLAN IMPLEMENTATION COMMITTEE whose charge should be overseeing the implementation, keeping the Plan up to date and providing a "status update" in an annual
State of the Plan" address to the Town.

Title 30-A State of Maine: Growth Management Program

- Establish, in each municipality of the State, local comprehensiv planning and land use management
- Encourage municipalities to identify the tools and resources t effectively plan for and manage future development within thei jurisdictions with a maximum of local initiative and flexibility
- Encourage local land use ordinances, tools and policies based o local comprehensive plans
- Incorporate regional considerations into local planning and decisio making so as to ensure consideration of regional needs and th regional impact of development;
- Provide for continued direct state regulation of developmen proposals that occur in areas of statewide concern, that directl impact natural resources of statewide significance or that by thei scale or nature otherwise affect vital state interests
- Encourage the widest possible involvement by the citizens of eac municipality in all aspects of the planning and implementatio process, in order to ensure that the plans developed b municipalities have had the benefit of citizen input; and
- Encourage the development and implementation of multi-municipal growth management programs.

Article 1 of the State's Title 30-A Planning and Land Use Regulations Growth Management Program[3] lists the purpose and goals of the Comprehensive Plan's implementation program. See Appendix XXX for the State of Maine's Growth Management Act Comprehensive Review Criteria for each topic area. The implementation section addresses these in full.

The State Planning Office identifies three reasons to create a Comprehensive Plan consistent with Maine's Growth Management Act; these are[4]:

1. Legal Protection for the Town's ordinances.

2. To qualify for certain state grant and loan programs; examples include:
    - Community Development Block Grants
    - Land for Maine's Future
    - Municipal Investment Trust Fund
    - DEP 319(h) Non-Point Source Protection Grants
    - DEP State Revolving Loan Fund
    - SPO Plan Implementation Grants
    - Land and Water Conservation Fund

3. "Good planning makes good communities"
    a. sustain rural living and vibrant village centers
    b. preserve healthy landscape and walkable communities
    c. balance economic prosperity with quality of life
    d. protect working waterfronts and community farms
    e. develop discussion among neighbors
    f. develop a basis for sound decisions in town management

Additionally, according to the State of Maine's Growth Management Act **only communities that adopt a consistent comprehensive plan can...**

- Enact legitimate zoning*, impact fee, and rate of growth ordinances
- Require state agencies to comply with local zoning standards
- Qualify for preferred status with many state competitive grant programs
- Guide state growth-related capital investment towards locally-chosen growth areas
- Qualify for Site Location of Development Act exemptions for certain growth-area developments;
- Qualify for relaxed MaineDOT traffic permit standards for certain growth-area developments;
- Qualify for authority to issue Natural Resources Protection Act (NRPA) permits; and
- Qualify for authority to issue Site Location of Development Act permits.

** Exceptions apply for certain shoreland zoning, adult entertainment, and floodplain management ordinances.*

[3] http://legislature.maine.gov/statutes/30-a/title30-Asec4312.html
[4] http://maine.gov/dacf/municipalplanning/docs/reasonsforcompplan.pdf

IMPLEMENTATION TOOLS

The following is a list and discussion of the Implementation Tools recommended for the Town of Kittery to achieve its vision and set of goals developed to form the basis of the Comprehensive Plan.

- Hire Additional Staff
- Additional Committees, Boards & Committees
- Recruit Volunteers
- Obtain Funding
- Revise Zoning and Adopt New Tools
- Regional Cooperation
- Keeping the Plan Up-to-Date

HIRE ADDITIONAL STAFF -- ???

To be written.

Police – There may be a need to hire additional officers to reflect the daytime census of people in Kittery to include employees at the PNS, shoppers at the Outlets, and visitors especially in the summer months.

Fire – Consider transitioning to a fulltime career Fire Department.

Consider hiring a full or part-time **Economic Development** Officer or Planner to work with the Planning Department and can serve as a liaison to the business community

Grant Writer

ADDITIONAL COMMITTEES, BOARDS, AND COMMISSIONS

One way to increase capacity is to form Committees, Boards and/or Commissions charged with implementing specific aspects of the Comprehensive Plan. The purpose of these Committees is made clear in the Implementation Plan.

As previously mentioned, the first step in moving forward the plan is the formation of a **Comprehensive Plan Implementation Committee** charged with overseeing the implementation of the Plan. The Committee should also report progress (and/or obstacles to implementation) to the Town in the form of a "State of the Plan' address to the Planning Board and Town Council on an annual basis. There should be representation from existing Town committees including from the Comprehensive Plan Update Committee for the sake of the continuity of institutional memory.

Additional Committees, Boards, and Commissions recommended to help implement the strategies in the Plan include the following:

- Historic Preservation Commission
- Transportation Advisory Committee
- Housing Committee
- Climate Adaptation Committee
- Energy Efficiency Committee (revive)
- Chauncy Creek Watershed Association

RECRUIT VOLUNTEERS

A concerted effort needs to be made to attract more and new individuals to volunteer on various committees and in other ways to work towards making some of the desired improvements. Additionally, it is important that volunteers be recruited from all segments of the town's population.

OBTAIN FUNDING

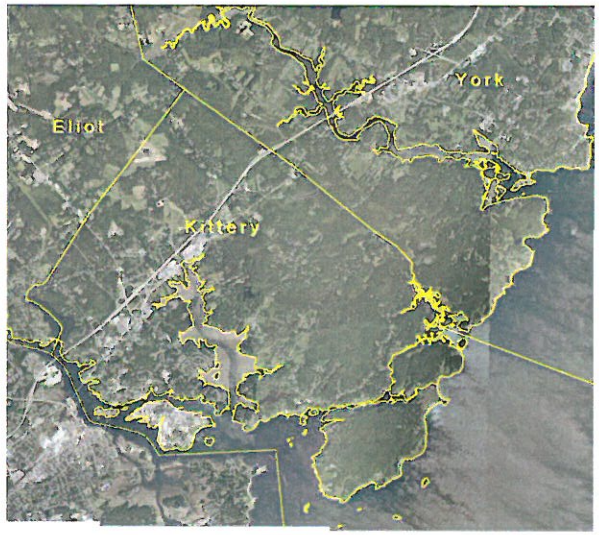
Many of the Plan's recommendations will require funding. It is also recommended that funds be raised for desired improvements by increasing the commercial tax base. This may be accomplished by providing incentives for additional commercial development and/or expanding the existing commercial districts. Additional sources of funding must be explored in order to fund desired improvements. There may be State funding available for some of the action items. Some of these potential funding sources are identified in the Implementation Table.

REVISE ZONING AND ADOPT NEW TOOLS

To be written.

REGIONAL COOPERATION

As the southern-westernmost municipality in Maine, Kittery functions as the link between New Hampshire as the southern gateway to the entire State. Kittery is a home rule municipality governed by a Town Charter. It is not, however, an island onto itself. It's local government, businesses, and residents, regularly work with neighboring communities to deliver services, manage natural resources and address economic needs.



The town's location on the Piscataqua River across from Portsmouth has meant that early in its history Kittery has had strong ties to the sea, to fishing, and to shipbuilding. This relationship remains today. Portsmouth Naval Shipyard, a major submarine repair and refueling facility, on Seavey Island in Kittery is a reflection of this heritage.

Geographically and economically, Kittery is strongly tied to the Greater Portsmouth economy. This area is identified by the U.S. Census Bureau as the Portsmouth Metropolitan Statistical Area (MSA). More than 3,000 residents routinely commute outside the town for

employment. In addition, its proximity to "tax-free" New Hampshire helps shape much of its local economy as retailers of items such as electronics, appliances and furniture rarely locate in town. Most residents travel across the river for shopping, services, and recreation.

At the same time, Kittery has served as a major employment center largely at the Shipyard. More than 6,000 workers commute in Kittery daily from a broad region extending into Massachusetts, New Hampshire and north and west into Maine.

Kittery also functions as the tourist and principle economic gateway to Maine. With both I-95 (the Maine Turnpike) and U.S. Route One entering Maine in Kittery, the town has long played a role in welcoming and servicing both the commercial traveler and the tourist. Over the past couple of decades, this role has been greatly changed and expanded with the development of the factory outlet centers along Route One. The Maine Turnpike Authority projects more than 1.1 billion travelers will cross the I-95 in the next decade.

REGIONAL SHARED RESOURCES AND FACILITIES

Kittery should continue to work with neighboring communities to address both common service needs and issues that transcend individual boundaries. These actions are listed below and are also identified and expanded upon in the implementation tables that follow this introductory section.

Climate Adaptation and Preparedness

It is strongly recommended that Kittery join the regional coalition of surrounding coastal communities (New England Climate Adaptation Project) to work together around issues of sea level rise. Also Kittery should access State resources to help with this effort. For example, the State of Maine has developed a Debris Management Plan which establishes the necessary framework to prepare for and respond to State and local disaster events which generate disaster debris[5].

It is also recommended that Kittery develop a regional approach to addressing the potential impacts of climate change by collaborating with neighboring communities to among other things:

- Monitor wildlife in specific locations

[5] Maine Emergency Management Agency, The Comprehensive Debris Management PlanFeb. 21, 2014, https://app.box.com/s/0wxgplpwj6q8c8jx1x5zhcnsdicmkawq/1/7950557617/66189138813/1

- Standardize review and controls for shorelands and structures and activities affected by sea level rise

Energy Consumption

It is recommended that Kittery collaborate with area towns to develop renewable and sustainable energy sources, technologies, etc. with the goal of transitioning to low and zero impact energy sources.

Transportation Planning

Transportation networks are by definition regional and so making improvements should be approached on a regional basis when possible and appropriate or relevant, including:

- **Mass Transit Service.** There currently is no scheduled bus service in Kittery. Past efforts to establish service have not been supported. However, changing employment patterns with the privatization of shipyard facilities, trolley service at the malls, and changing patterns of transportation may result in growing interest in trying to establish local bus service on a limited basis. The Town should support regional efforts to explore the need for bus service and possible regional approaches to meeting this need.
- **Regional Bicycle Routes.** The Town of Kittery has actively supported the development of the Eastern Trail as a regional bike path. The Town should continue to work with other municipalities, KACTS, and RTAC to develop a coordinated system of bicycle routes within the Portsmouth and southern Maine area.
- **Boat Taxis.** Consider establishing a boat taxi service to and from Portsmouth. This would need to be coordinated with the City of Portsmouth.

Open Space Planning

The Town should work cooperatively with adjacent communities, private conservation organizations, and the Southern Maine Regional Planning Commission to develop a regional open space plan that links open spaces in the individual communities into a regional system with connections as appropriate.

Affordable Housing Initiatives

Because of the diversity of the community's housing stock, there is a risk that Kittery could become the only community with a reasonable supply of affordable housing in the region. Kittery should take the initiative to promote a regional approach to assuring that there is an adequate supply of affordable housing in southern Maine and that each community does its fair share in meeting this need.

Intra-local Agreement

Kittery and area legislators were instrumental in the 2011 passage of LD433, an act to permit New Hampshire employees to exempt income derived for services to Maine municipalities under a formal intra-local agreement as long as Maine towns do not use such agreement to replace Maine jobs. The act enables cross border access to an occasional temporary need for specialized services, as well as other opportunities otherwise unavailable.

Natural Resources

It is recommended that the following regional efforts are continued and/or initiated with regard to the preservation of the area's natural resources:

- The watersheds of a number of Kittery water bodies extend into Eliot and York. Sound watershed management requires that the entire geographic area of the watershed be addressed. The Town should continue to work with the Town of Eliot to manage development in the Spruce Creek watershed to allow improvement in the estuary's water quality and initiate efforts to work with the adjacent community on joint watershed management for the other water bodies.
- Kittery should continue to explore ways to work with its neighboring communities on improvements necessary to comply with emerging stormwater standards
- Continue and seek to increase involvement in conservation initiatives, including, but not limited to, the efforts of the Rachel Carson preserve, Maine Heritage Trust, and the Mt. A to Sea Conservation Initiative
- Work with the Public Works and Sewer Departments, the Kittery Water District, Conservation Commission, Shellfish Commission, and the NGO Spruce Creek Association to improve the Spruce Creek Watershed and regional efforts to protect the quality of and access to the Piscataqua River.
- Work with Kittery Water District and surrounding towns, monitor land use issues and impacts concerning the regional water supply.
- Cooperate with neighboring communities and regional/local advocacy groups to protect water resources.

Recreation

Many of Kittery's recreational resources are enjoyed by a large number of non-residents, people from surrounding towns and from farther afield. These include the following: Kittery Community Center offers programming to non-Kittery residents, Fort McClary, Fort Forester, Isles of Shoals Moorings[6], Town Forest, Rachel Carson National Wildlife Refuge, beaches and walking trails. An opportunity exists to connect Kittery's walking trails to adjacent trails to form a more complete network of trails. The Southern Maine Regional Planning Commission recently completed a study for Developing An Integrated Trail System in York County.[7]

Economic Development

Kittery should continue to explore ways of working regionally to attract businesses, create jobs, and increase economic vitality in Town. It is proposed that the Town of Kittery:

- Continue to examine opportunities to work with surrounding towns on regional economic development strategies which result in the sharing of both costs and benefits in potential projects and services.
- Continue to participate, via the Economic Development Committee, in regional development organizations such as, but not limited to SMEDD. and the Greater York and Portsmouth Chambers of Commerce
- Continue to upgrade town GIS mapping capabilities and maintain the latest environmental and natural resource information supplied to the town by state, federal and regional agencies
- Be an active member in the Southern Maine Economic Development District (SMEDD) that includes towns in both York and Cumberland Counties. SMEDD offers local businesses access to revolving loan funds and technical assistance that are not available through other sources. It also has the potential to spearhead regional solutions to economic issues
- Engage in the effort (with Eliot, York, South Berwick, North Berwick and Wells and funded through a community development block grant) to examine possible areas of municipal cooperation in economic development, public facilities and services and, possibly, other ventures as well

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[6] Gosport Harbor at the Isles of Shoals is bisected by the Maine - New Hampshire state line. Moorings are located on both sides of the boundary and the number has been increasing in recent years. To avoid conflicts, the Kittery Port Authority works with the New Hampshire Port Authority to coordinate the number and placement of moorings in Gosport Harbor.

[7] http://www.smrpc.org/images/Projects/Trails/Developing_an_Integrated_Trail_System_in_York_County.pdf

- Together with area towns, explore the possibility of state legislation that would allow municipalities to retain a portion of the State sales tax collected by businesses in the community or impose a local sales tax option to be retained by the municipality to help mitigate impacts

Public Facilities and Services

It is recommended that the following regional efforts are continued and/or initiated with regard to Public Facilities and Services:

- Joint dispatch for fire and police will continue and will be expanded to include Eliot, Berwick, and South Berwick .
- The Kittery Fire Department has signed mutual aid agreements with surrounding cities and towns and is very active in the Seacoast Chief Fire Officers Association – A Mutual Aid District. Agreements also exist with the Portsmouth Naval Shipyard for automatic mutual aid and discussion in on-going with the towns of York and Eliot to establish automatic mutual aid between the three towns.
- Expand regional cooperation in waste reduction and recycling (e.g. consider regionalizing recycling with the Town of Eliot)
- Consider consolidating water supplies with York Water District
- Consider connection to South Berwick Water District
- Southern Maine Planning and Development Commission's Cooperative Purchasing Program provides the region's municipalities, non-profit agencies, and school districts a way to save money and time for municipal services and products. As a group; working in conjunction with Greater Portland Council of Governments (GPCOG), municipalities, non-profit agencies, and school districts use collective buying power to reduce prices on everyday supplies and seasonal services, and at the same time, reduce administrative costs[8].

CONSISTENCY WITH REGIONAL GOALS

Kittery's goals and objectives or policies set forth in this plan compare favorably to the regional policies, especially those in neighboring communities due to information exchange and collaboration with those municipalities. No conflicts are apparent with any neighboring community policy. Should any surface during implementation of this program, Kittery will coordinate a resolution with such community.

[8] SMRPC Cooperative Purchasing Program, see: http://www.smrpc.org/index.php/cooperative-purchasing

KEEPING THE PLAN UP-TO-DATE

Generally speaking, municipalities complete a new Comprehensive Plan every 20 years or so. The Comprehensive Plan should be updated or new plan developed, before the 20-year period is over. The Comprehensive Plan Implementation Committee should periodically report on progress made and keep the report "alive" by referring to next steps.

ORGANIZATION OF THE IMPLEMENTATION PLAN

As previously mentioned, this Implementation Plan is intended to serve as a "roadmap" that outlines the strategies and action steps recommended to achieve the **Vision and Goals and Objectives** as developed based on public input.

Each section begins with an introduction to the **Topic Area**, accompanied by a **Goal Statement** developed with input from the public process. The relevant **State of Maine goals** are also listed.

Kittery Voices is a listing of representative quotes from the public process. The public's input is given significant importance in the formulation of the recommendations.

An list of key **Issues and Implications** provides as a summary of the assessment of the existing conditions (based on the Inventory conducted for the Comprehensive Plan. For complete documentation see Volume II of the Plan).

An outline of the **Objectives** and **Strategies** is provided as an overview and the **Key Recommendations** are listed as a way of summarizing the main strategies.

Finally, there is a brief discussion regarding how the recommendations meet the **three key planning principles (see text box on next page).**

THREE KEY PLANNING PRINCIPLES

New policy initiatives included in the Comprehensive Plan or in Kittery's Town Code strive to be grounded in principles of sustainability. Broadly, sustainability is a concept that recognizes the **interrelatedness** of the energy, environmental, economic development, and civic health of the Town, and the importance of ensuring that future generations can enjoy the resources that exist in Kittery today. These are understood further by thinking about the following three main principles:

- Environmental Stewardship
- Economic & Social Vitality
- Health & Wellness

Environmental Stewardship: Recommendations help Kittery to prepare for climate change, sea level rise, and preserve wildlife habitat., thus supporting a long-term sustainable future and stewardship of natural resources, including land preservation.

- Do recommendations promote the use of renewable energy sources throughout Town?
- Do they promote sustainable land use patterns?
- Are there recommendations regarding how the Town can lead by example including ways in which municipal facilities and services can be more environmentally-sensitive?
- Are there recommendations regarding how the Town can encourage private property owners to adopt more sustainable measures?

Health and Wellness : The Plan should promote the health and wellness of Kittery's residents and of the community as a whole.

- Do recommendations promote the health and wellness of the people who live, work and play in Kittery?
- Do they support the health of the community as a whole?
- Do they provide opportunities for fitness as a part of everyday life, healthy lifestyle choices, support the recreational needs of all ages, opportunities for life long learning and the building of social capital?
- Do they support the creation of safe and accessible public spaces for various ages and abilities?
- Are there recommendations that address the specific needs of different age groups (especially those of youth and of the elderly)?

Economic and Social Vitality : The Plan should support the long-term economic and social vitality of Kittery.

- Do the recommendations promote the Kittery's ability to support a diverse community?
- Do they protect and promote Kittery's unique historic resources?
- Do they foster a strong local economy, local agriculture and food production, and also protect water dependent businesses?
- Do they protect Kittery's unique culture?
- Do recommendations support municipal investment in critical infrastructure to support and encourage desired development in desirable locations?
- Are there provisions to encourage and include the continued engagement of Kittery's residents in determining the character of their community and in determining its future direction by being involved in decision-making regarding the Town's future development?

A list of the Plan's Top 20 Key Recommendations is presented next, followed by a listing of "Ripe Apples," that is, low cost, relatively easy to implement actions to keep momentum going as well as inspire faith in the Comprehensive Plan.

LIST OF 25 KEY RECOMMENDATIONS

The following is a DRAFT list of the 25 Key Recommendations of the Plan. Numbering does not in anyway indicate priority. The numbers in parenthesis correspond to the relevant strategy(s) in the Implementation Tables.

1. Review and revise **Town Code** so that it supports the implementation of the Comprehensive Plan goals and objectives, is clear, promotes best practice, and is easy to use (need to include this as a strategy in LAND USE section).

2. Complete a **Climate Adaptation Study** to plan for sea level rise and prepare for extreme weather events (9.1.1. and 6.3.3. and 2.3.7.)

3. Develop a Plan to transition to **low and zero impact energy sources** (9.2.1.)

4. Develop an **open space prioritization plan** in coordination with the Kittery Land Trust to prioritize parcels for open space acquisition (8.6.2)

5. Use the **Future Land Use Map** as a guide for encouraging new development in identified locations, while protecting open spaces, agricultural land, and natural and historical resources (8.6.1.)

6. Engage in a planning process focused on the **area around the Route 1 Outlet Malls** to determine the market viability and future redevelopment opportunities (8.5.1.)

7. Ensure that **planning and Town management processes** are open, informative, inclusive, respectful and welcoming (7.1.1.)

8. Support implementation of the **Comprehensive Plan Goals and Objectives** by establishing a Comprehensive Plan Implementation Committee and reviewing and revising the **Town Code** so that it is clear, promotes best practice, and is easy to use (7.1.2.)

9. Make a decision regarding the future of the **library** (7.2.1.) including where the library will be located (renovation and expansion on existing site, new building on other site) and whether the Library should become a Town Department.

10. Support **healthy lifestyle choices and wellness** by increasing **recreational opportunities** for all ages, evaluating the Athletic Fields Master Plan, improving **walking and biking** infrastructure so that it is safe and pleasant, increasing recreational **access to the waterfront**, and increasing awareness of existing resources. Updating the Sidewalks Conditions Report and developing a Bike Plan are among the specific steps recommended. (7.2.5. and 5.2.1. and 2.2.1. and 2.2.5. and 2.2.8. and 6.1..5)

11. Implement recommendations of the **Foreside** Forum so that the Foreside becomes more vibrant, walkable and provides affordable housing and additional retail and dining options (3.1.2.)

12. Continue to support Kittery's **maritime based economy** including the fishing and lobster industry by maintaining access to the working waterfront and creating innovative avenues to connect fishing to the local economy (e.g. Dock to Dish program connecting fishermen to local restaurants). (3.5.4. and 6.2.1. and 6.2.4.)

13. Engage in targeted **outreach to business and industry sectors** marketing Kittery's economic development areas. Marketing should include continuing to update and improve the Economic Development website (3.3.2. and 3.3.3.)

14. Undertake to complete a Comprehensive town-wide **Housing Plan** that will document existing supply and identify needs and ways of meeting these, including methods for encouraging the development of affordable housing (e.g. through zoning and tax incentives, creation of new types of housing such as "tiny" houses, and adopting an inclusionary zoning ordinance, etc.). (4.1.1. and 4.1.3. and 4.2.2.)

15. Develop a **Complete Streets Policy** to identify needed improvement in order to accommodate all modes of transportation (5.2.3.)

16. Evaluate Town-wide current **parking** conditions and policies and revise to meet development goals by improving management of existing spaces and exploring shared parking and other strategies (5.4.1. and 5.4.2)

17. Establish **historic districts** to protect significant clusters of buildings as a means of protecting the Town's historic charm (1.1.5.)

18. Provide a mechanism to support **arts-related businesses** (1.3.1.)

19. Reduce **dog waste** at area beaches through robust waste collection ordinance, enforcement and installation of waste stations (6.3.6. and 2.2.3.)

20. Review existing **hunting** regulations to improve the safety of residents while, at the same time protecting resident's right to carry firearms and hunt (2.1.5. and 2.2.9)

21. Increase awareness in residents and business owners with regard to the **effects of pollutants, pesticides, and Stormwater runoff** (6.3.1.)

22. Evaluate Town Code regarding the **use of lawn chemicals, in waterfront areas and town-wide** (6.3.2.)

23. **Guide development** to areas already served by public utilities (4.1.4. and 7.3.4. and 7.3.5.)

24. **Protect existing open lands**, including farmlands and wetlands from over-development by having larger minimum lot sizes in the rural residential zone (2.1.1.)

25. As a way of preserving Kittery's rural character, strengthen the **cluster zoning bylaw** and provide incentives for developers to use the bylaw (2.1.4. and 4.2.3.)

LIST OF RIPE APPLES (LOW HANGING FRUIT)

To Be Developed

CONCEPT MAP

To Be Developed

IMPLEMENTATION MATRICES

The Implementation Matrices follow. These are developed for each Topic Area and are intended to be updated periodically. They begin with the Goal Statement and are further articulated by listing objectives that fall under each goal. Strategies and related Actions are listed below these. Some Existing Resources are listed and the Lead party responsible for carrying out the action is identified along with potential partners. An indication of the level of Priority is in the last column. The following page is a KEY to the terms used in the Matrices

KEY TO IMPLEMENTATION TABLES: DEFINITION OF TERM

The following is a key to the notation used in the implementation plan tables. The Implementation Plan is organized under **nine goals and related objectives**, and a list of strategies recommended to achieve these. These are presented in table format with separate columns for:

- Strategies
- Existing Resources
- Actions
- Funding Need
- Notes
- Lead and Partners
- Priority

Existing Resources: identifies some of the known relevant organizations or other resource(s). Intended as a starting point, it is not a comprehensive listing of these. Existing studies are also referenced here. It should be noted that not all have been adopted, they may be useful as references nevertheless.

Italics: use to indicate reference to an existing document or study

Funding Category: capital and/or operating and maintenance cost

Endnotes: provided for relevant details and/or additional information or reference(s).

Lead: The Town department, board, committee or other entity that is considered the most appropriate as the party responsible to lead the effort. Others listed are considered relevant **Partners**. (new): indicates a board or committee that is being recommended and that doesn't currently exist.

Priority/Timing
#1: Immediate: 1-5 years
#2: Intermediate: 5-10 years
#3: Future (re-evaluate in 10 years): 10 – 20 years
On-going (continue & support action already in progress)
Sustained Effort (initiate new action step and sustain over time)

NOTES: indicates if the strategy requires that a new staff position/committee be created, and provides cross-reference information to other related strategies indicated by SEE ALSO.

SEE ALSO: used to indicate the instances where the strategy relates to more than one goal.

Ripe Apple ( ): when an action step is considered to be a "low-hanging fruit", that is, relatively low cost, low level of effort, with desirable impacts.